COLUMBIA

CANADA

ANNUAL REPORT

2000/01

AUG 0 2 2001

Tourism British Columbia is an independent Crown corporation that operates under the direction of an industry-led Board of Directors and is responsible for marketing Super, Natural British Columbia to the world.

Our vision is to be a recognized world leader in tourism destination management. We work co-operatively with industry partners to promote the development and growth of BC's tourism industry and ensure its long-term success. Tourism British Columbia's mission is to exceed our customers' expectations by providing leadership and programs that ensure the success of the British Columbia tourism industry, resulting in a quality visitor experience.

Our Corporate Values are:

***Integrity** – what we bring as individuals; **Enthusiasm** – what we portray; **Teamwork** – how we work together; and **Progressive** – what we strive for.*

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HIGHLIGHTS 2001 01

A marketing investment of $7.8 million was increased to $21.7 million through strategic partnerships.

The spring 2000 BC Escapes program produced $43 million in tourism revenue on an investment of $5.4 million.

The Travel Media unit tracked over $82.8 million in unpaid media coverage worldwide.

The Tourism Partners program saw 1,000 tourism businesses participate in regional marketing initiatives.

The Super, Natural British Columbia Reservation & Information Service (SNBC) saw a total of 71,945 bookings from all channels, and a total of 332,000 inquiries to the call centre.

The Visitor Info Centres welcomed 1.5 million visitor parties at all locations in 2000/2001.

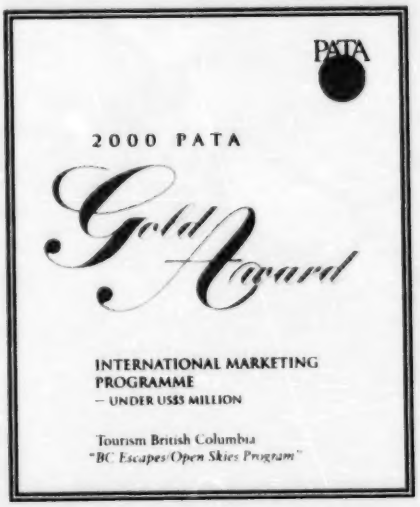
SuperHost workshops generated $330,000 in revenue.

Canada's West Marketplace achieved attendance of 130 sellers, and 103 buyers at the Lethbridge, Alberta event in November 2000.

The annual British Columbia Tourism Awards in February 2001 saw a 50% increase in nominations from industry and a 20% increase in attendance in its second year.

TOURISM BC TAKES MARKETING GOLD IN HONG KONG

Tourism British Columbia was awarded the Pacific Asia Travel Association (PATA) Gold Award in the international marketing category for its 1999 BC Escapes marketing campaign at the annual PATA conference in Hong Kong on May 1, 2000.



PATA is the leading authority on Pacific Asia travel and tourism and their Gold Awards, which are among the most prestigious honours in the tourism industry, are presented annually to recognize the year's top marketing campaigns. Winners are selected based on marketing concept, copy, design and production, marketing strategies, results in the marketplace and overall presentation. Past winners include the Korea National Tourism Organization, Sarawak Tourism Board (Borneo) and the Australian Tourist Commission.

Other major marketing awards won by Tourism BC include the 1998 gold RSVP Award in the international division of the Canadian Marketing Association Awards and the 1999 Marketer of the Year Award from the BC Chapter of the American Marketing Association.

Chair's Message

The fact that a new economy is emerging is becoming more and more recognized worldwide. While traditional industries adapt and continue to contribute to our economy, new ones, including tourism, are coming to the forefront.

The business of tourism is not new, but now encompasses a range of issues including land use, infrastructure investment and private/public partnerships. Many jurisdictions are adopting aggressive new levels of tourism spending that dramatically improve their marketing reach, resulting in a significantly increased competitive environment.

Against this backdrop, Tourism British Columbia continues to fulfill its mandated goals by remaining true to two primary objectives – to meet and exceed visitors' expectations, and to assist tourism businesses throughout the province. Despite intensified competition, our industry continues to see sustained growth, largely because of the foresight shown in the creation and support of the unique industry-led model for Tourism BC.

The success of Tourism BC is summarized in this Annual Report. I would like to offer my thanks to all staff and my fellow Board members for their contributions to the success of the corporation in this past fiscal year.

Michael Duggan
CHAIR, BOARD OF DIRECTORS

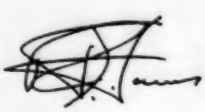
President's Message

The year 2000 marked a decade of continuous growth for British Columbia's tourism industry, with a record $9.5 billion in revenue achieved and more than 22.4 million visitors. Equally significant is the sustained improvement the industry has made as a key contributor to the BC economy. In the ten-year period between 1989 and 1998, the most recent year for which figures are available, tourism Gross Domestic Product has grown an impressive 22.7%, putting it among the top three BC export industries.

Projections for the upcoming year also forecast an increase, though at a slightly more modest level. We are very fortunate that the starting place for our marketing strategies is a province of awe-inspiring beauty and seemingly unlimited tourism opportunity. However, the real driver behind the sustained growth we have seen in the tourism industry is the widespread co-operation that exists among many individuals and organizations, and their shared commitment to a disciplined business approach to destination marketing.

Each year, Tourism British Columbia continues to modify marketing strategies and fine-tune programs so that the potential of tourism is realized throughout the regions and across all the sectors. Our success is measured against the overall performance of the industry, and against the corporate goals that we establish as benchmarks. The planning cycle includes continuous market research, competitive analysis and constant industry consultation. By being diligent in these areas, Tourism BC is doing its part to ensure our industry will remain competitive in the face of growing challenges.

Tourism BC's success is closely tied to industry performance. Combined with an ongoing commitment to ensuring value for money in all of Tourism BC's activities and programs, our organization continues to evolve to meet the needs of industry. It is particularly gratifying to share the results reported in the 2000/2001 Annual Report. These achievements can be directly attributed to our industry partners, our Board and our staff who all contributed significantly to another year of growth for tourism in British Columbia.



Rod Harris
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Corporate Profile

Tourism British Columbia is recognized as a leader in tourism marketing and development, working in partnership with the province's fast-growing tourism industry.

Previously a division of the BC Ministry of Small Business, Tourism and Culture, Tourism BC became an independent Crown corporation effective April 1997. The new corporation is governed by an industry-led Board of Directors with full management, financial and legal authority. Funding is based on a percentage of the provincial hotel room tax, with revenues increasing as the tourism sector grows.

Tourism BC's mandate is to promote development and growth in this vital sector, to increase revenues and employment throughout British Columbia, and to increase the economic benefits generated by the tourism industry. With its private sector partners, the organization embraces a consumer-driven approach to marketing, helping industry bring the right products and services to market – at home and abroad.

PROGRAMS

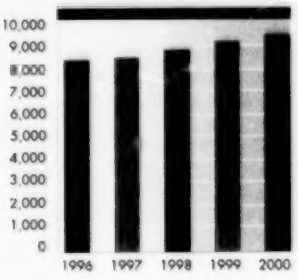
- Marketing & Sales - consumer-driven strategies target key geographic markets to increase demand for Super, Natural British Columbia as a preferred travel destination.
- Visitor Services - provide information to travellers via Visitor Info Centres, HelloBC.com, the toll-free Super, Natural British Columbia Reservation & Information Service, and distribution of BC travel guides to points all over the world.
- Accommodation Services and Standards - encourage enhancement of tourist accommodation, facilities, services and amenities in BC through inspection and star rating systems. Approved properties are featured in the BC Accommodations Guide.
- Education and Training - build a professional, well-trained workforce to ensure consumer loyalty and repeat business. Deliver world-class training programs such as SuperHost.
- Research and Economic Analysis - provide research to industry partners for measurement, evaluation and management of growth in all sectors.
- Business Development - responsible for consumer, corporate and industry communications, as well as the development of new revenue-generating opportunities.

TOURISM INDUSTRY 2000 PERFORMANCE OVERVIEW

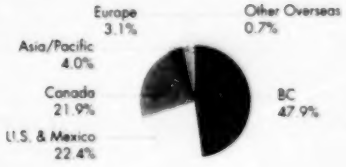
British Columbia's tourism industry growth in 2000 resulted in another record year. A total of 22.4 million overnight visitors generated $9.5 billion in revenue, a $255 million increase over 1999, reflecting the steady growth trend experienced over the past five years. The industry continues to rank as one of the top contributors to the provincial economy, with 17,100 tourism-related businesses and 110,780 people employed in jobs directly related to tourism in 1999.

2000 OVERNIGHT VISITOR REVENUE TO BC
Total: $9.5 billion

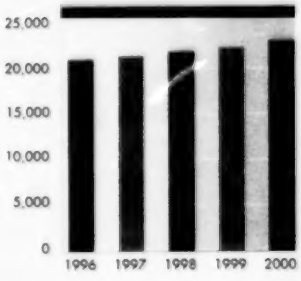
OVERNIGHT VISITOR REVENUE TO BC
1996–2000 ($ millions)



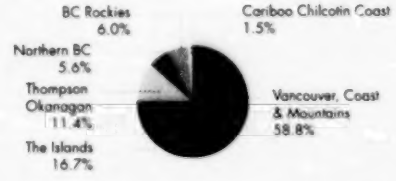
2000 OVERNIGHT VISITOR VOLUME TO BC
Total: 22.4 million



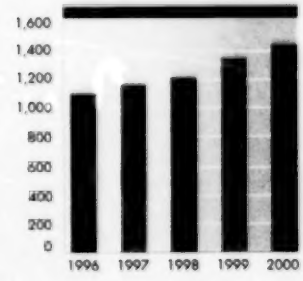
OVERNIGHT VISITOR VOLUME TO BC
1996–2000 (thousands)



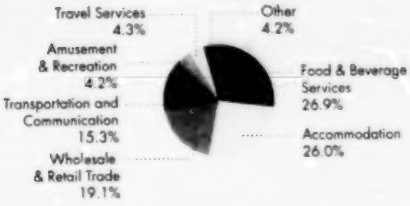
2000 ACCOMMODATION REVENUE
Total: $1.4 billion



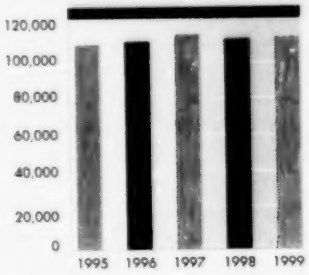
ACCOMMODATION REVENUE 1996–2000
($ millions)



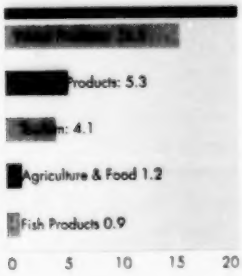
1999 DIRECT TOURISM EMPLOYMENT
Total: 110,780



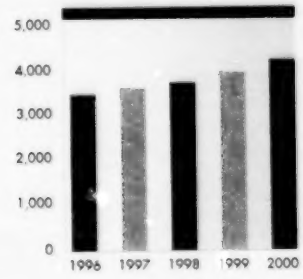
DIRECT TOURISM EMPLOYMENT 1995–1999



BC EXPORTS 2000
($ billions)



BC TOURISM EXPORT EARNINGS 1996–2000
($ millions)



TOURISM BRITISH COLUMBIA CORPORATE PERFORMANCE

The corporation was very successful in achieving its performance benchmarks that were detailed in the 2000/2001 Business Plan. The year also signaled a significant shift, as many new challenges emerged that may impact future growth opportunities. Chief among these is the increase in spending on tourism marketing programs and infrastructure by competing jurisdictions. In real terms, marketing reinvestment in BC has decreased over the past decade. Combined with other factors such as increased oil prices, a softened U.S. economy and the continuing impacts of airline industry restructuring, overall growth for tourism industry revenues may slow from the record levels enjoyed over the past ten years.

Despite these formidable challenges, Tourism BC can point to many corporate highlights for the past fiscal year. Goals based on industry support, maximizing economic benefits across the regions and corporate development, as well as contributing to the overall performance of the industry were fulfilled via programs successfully delivered through Tourism BC divisions, including Marketing & Sales, Business Development and Tourism Operations. By utilizing performance measures, Tourism BC activities can be evaluated for their demonstration of value for money. Among these achievements are:

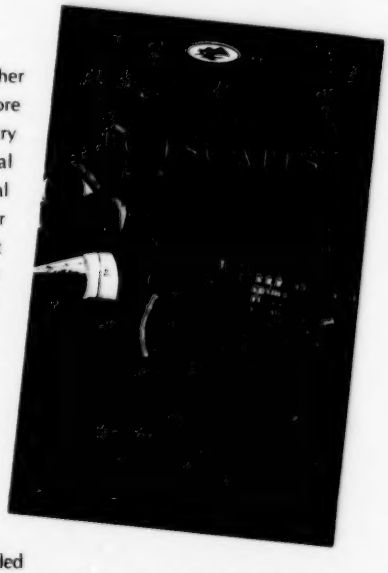
- The introduction of a corporate values-based organization adhering to the principles of integrity, progressiveness, enthusiasm and teamwork.
- Support and leadership for the BC Airline Industry Merger Consortium's efforts to deal with air access issues via research and communication services.
- As an example of Tourism BC's comprehensive marketing programs, BC Escapes produced a tax return of $1.87 for every dollar spent on the campaign by the corporation.
- Results from the annual stakeholder survey of over 350 industry operators and partners saw overall satisfaction with the corporation remain consistent with prior years.

MARKETING & SALES

The Marketing & Sales division leads the development and delivery of consumer and trade marketing programs that are created to satisfy the needs of consumers in North America and overseas. Whether working directly with the consumer or through the trade, Tourism British Columbia's programs are designed to build awareness and convert interest into the purchase of BC tourism experiences. The division's overriding goals include extending the economic benefits of tourism throughout all regions of the province, offsetting the effects of seasonality, and increasing demand for the broad range of product experiences available to visitors.

"The Tourism Partners program enables an independent business like mine to be part of a larger regional campaign, allowing me to reach markets I couldn't reach alone."

Carlo Elstak, Resorts & Recreation Manager, Douglas Lake Ranch



During fiscal 2000/2001, Tourism BC was able to further leverage its direct marketing investment of $7.8 million to more than $21.7 million through marketing partnerships with industry and other tourism organizations. By combining financial resources, the BC industry is better able to achieve the critical levels of investment necessary to positively shift consumer attitudes towards the purchase of a BC tourism experience. It also enables tourism businesses to reach markets and target audiences they would otherwise be unable to effectively reach on their own.

Tourism BC representatives continued to develop strong relationships with the travel trade worldwide, facilitating the introduction of new products, building more dominant positioning of BC products displayed within the Canada section of each key tour operators' catalogue. To assist these tour operators in reaching their target audience, 60 co-operative trade promotional programs were introduced.

In addition to these trade initiatives, Tourism BC expanded efforts to reach the consumer directly through activities such as media relations, advertising, the production and promotion of a variety of consumer publications and the promotion of HelloBC.com both on-line and off-line.

A very successful example of an integrated, multimedia campaign is the BC Escapes program. Tourism revenue directly attributed to the BC Escapes campaign has more than tripled from $13 million to $43 million since the launch of the program in 1998. Tremendous learning has been gained and applied each year to ensure the cost-effectiveness of the program. Evidence of this effectiveness is the reduction in the cost per inquiry by 266% over the three years.

The Tourism Partners program, a Tourism BC program conducted in partnership with the six tourism regions and tourism businesses throughout the province, continues to grow. In 2000, more than 1,000 businesses participated in this comprehensive program, promoting their business within the regional brand and under the brand umbrella of Super, Natural British Columbia.

Performance Objectives

Based on the 2000/2001 Business Plan

- Reach 2.6 million households in North America through distribution of BC Escapes guides; success of the campaign will be measured by the number of inquiries, bookings and revenue generated.
- Through the Tourism Partners program, provide co-operative marketing opportunities to over 800 tourism businesses and promote and distribute over 1.5 million consumer travel guides.
- Participate in 15 trade shows, conduct at least eight trade educational tours and develop five co-op tour operator marketing programs.
- Undertake two product sector studies and one conversion study.

The BC Escapes getaway program is designed to encourage getaway travel during the shoulder seasons of spring and fall. Developed in partnership with the CTC (Canadian Tourism Commission), Tourism Vancouver, Tourism Whistler, Tourism Victoria and the Tourism Alliance for Northern and Western Canada, this annual program has built on strong results from previous years.

Among the results of the spring 2000 campaign:

- $43 million in tourism revenue was generated from an investment of $5.4 million. An increase in investment of 17% resulted in a 30% increase in revenue over the spring 1999 campaign.
- Over 52,000 inquiries were handled by the call centre, with 60,000 people visiting the province.

8,000 bookings were made directly with the call centre, spreading benefits across 437 accommodation properties.

The spring 2001 campaign achieved the targeted reach of 2.6 million households through distribution of BC Escapes guides.

Tourism BC provided co-operative marketing opportunities to more than 1,000 tourism businesses through the Tourism Partners program and promoted and distributed over 1.5 million consumer travel guides.

In travel trade development, six co-operative tour operator marketing programs were developed, building sales of BC product.

Tourism BC participated in 18 major trade shows and 10 trade educational tours.

One major conversion study on the BC Escapes program was conducted, and Tourism BC participated in one product sector study.

Performance Objectives

Based on the 2000/2001 Business Plan

- Attend 8 - 10 trade shows in Europe, conduct 5 - 8 educational seminars for travel trade, and coordinate 50 - 60 trade and media visits to BC.
- Distribute 150,000 - 200,000 Tourism BC publications to consumers and trade, including maps, New Product Bulletins, Vacation Planners and lure brochures in multiple languages.
- Develop and implement 15 - 20 co-op marketing campaigns with tour operators; specific targets will be set and tracked for number of inquiries and bookings.
- Success of CTC-led campaigns to be measured by number of inquiries and conversion rates compared to targets set at program inception.
- Achieve a minimum of 75% of buyers and sellers rating Canada's West Marketplace as providing good or excellent value for money.

Achievements

Attended 19 trade and consumer shows in Europe, conducted 15 educational seminars for travel trade and coordinated 24 trade visits to BC.

Organized 99 media trips to the province which produced coverage estimated in excess of $5 million.

Distributed 170,000 Tourism BC publications to consumers and trade including 36,000 maps, 200 New Product Bulletins, 38,000 English and 40,000 German Vacation Planners and 17,000 Italian lure brochures.

Developed and implemented 31 co-op marketing campaigns with tour operators; specific targets were set and tracked for number of inquiries and bookings.

The CTC-led campaigns have generated over 39,000 inquiries for information on Canada and BC, exceeding the target of 25,000.

Over 90% of European buyers and sellers rated Canada's West Marketplace as providing good or excellent value for money.

British Columbia House, London U.K.

Performance Objectives

Based on the 2000/2001 Business Plan

- Attend 15 trade and consumer shows, conduct 8 - 10 educational seminars for travel trade, and coordinate 25 - 35 trade and media visits to BC.
- Develop and implement 15 - 20 co-op marketing campaigns with tour operators; specific targets will be set and tracked for number of inquiries and bookings.
- Distribute 150,000 - 200,000 Tourism BC publications to consumers and trade including maps, New Product Bulletins, Vacation Planners and lure brochures in multiple languages.
- Achieve a minimum of 75% of buyers and sellers rating Canada's West Marketplace as providing good or excellent value for money.

Continued extensive production of foreign language publications in Japan and Taiwan and for the first time produced publications for South Korea and China.

Conducted seven educational familiarization tours; 15 seminars for travel agents and tour operators and attended 11 trade and consumer shows.

Key achievements with the trade included:

- incorporation of the summer Whistler program by Japan's largest tour operator
- the use of our Japanese language walking maps and dining guides by 12 different tour operators
- improvement in the variety of fall products offered by Taiwanese operators, including salmon viewing
- introduction of non-ski winter products to the Australian market

31 travel media trips were coordinated from Asia/Pacific producing coverage estimated at $1.2 million.

Tourism BC enjoyed substantial success in generating television coverage in 2000/2001. Highlights included Wonders of the World, Greg Grainger, Kansai TV, Sun TV, Asahi and the Wakanohana visit to BC.

Developed and implemented 33 co-op marketing campaigns with tour operators for Asia/Pacific. Specific targets were set and tracked for number of inquiries and bookings.

Distributed 170,000 Tourism BC publications to consumers and trade including 60,000 maps, 270 New Product Bulletins, lure brochures and Travel Trade Manuals.

Produced newsletters for both Japan and Taiwan.

Over 90% of Asia/Pacific buyers and sellers rated Canada's West Marketplace as providing good or excellent value for money.

TOURISM OPERATIONS

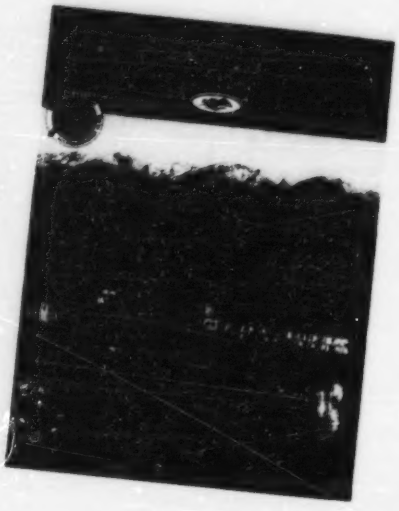
With programs designed to deliver services and products that benefit both industry and the visitor, Tourism Operations is focused on enhancing the BC tourism experience. The options now available to consumers for making travel decisions, including technological advances, make the need for training and diverse information distribution even more vital to the long-term success of the BC tourism industry.

Tourism Operations is actively involved in a number of areas including visitor service and sales, accommodation services, training, information technology and research. In addition to the four Visitor Info Centres operated directly by Tourism British Columbia, there are a further 110 community-based centres throughout BC.

"We feel it is important for Fort Nelson to have the Tourism BC Network designation because of all it brings with it. We could not provide this level of service without the materials we receive through our Network status, and without the back-up support of the training and transfer of knowledge you've provided."

Linda Wallace, Visitor Info Centre Manager,
Northern Rockies Regional District

Tourism BC's Accommodations Guide celebrated its 75th anniversary in 2000, and serves as an important reminder of the contribution tourism has been making to the province for many years.



Performance Objectives

Based on the 2000/2001 Business Plan

Super, Natural British Columbia (SNBC) Reservation & Information Service:

- Provide central information and reservation services to convert visitor inquiries/calls to bookings and travel to BC.
- Increase net revenues by 3%.
- Maintain customer service levels in a rapidly changing technology environment.
- Achieve specific performance measures, including:
  - net annual conversion rate (bookings/inquiries) of 20%
  - 80% grade of service
  - call length of six minutes

Achievements

Super, Natural British Columbia serviced 332,000 inquiries in 2000, a decrease of 22% compared to 1999. The decrease can be attributed to visitors increasing their use of alternative booking channels, including direct bookings with properties and web-based transactions.

Despite the significant decrease in call volumes, net revenues were down only 1.5% from 1999 at $1.04 million, indicating more qualified inquiries.

The call centre produced a conversion rate of 19% in fiscal 2000/2001, slightly below target, but an increase of 29% over the previous year's performance.

Bookings through HelloBC.com grew to 2,524, an increase of 90% over 1999 totals.

Grade of Service was maintained at 1999 levels, with 78% of all calls answered within 20 seconds.

Average call length was reduced to 5.64 minutes, exceeding target of six minutes.

Visitor Services

- Provide travel information, reservations and Super, Natural British Columbia merchandise to visitors.
- Encourage extended stays and improve regional distribution of visitors in the province.
- Achieve specific performance targets, including:
  - operation of 15 full-service information centres
  - 2% increase in Quality Service Rating program
  - 3% increase in revenue from Tourism BC Visitor Info Centres (VICs)

Visitor Services assisted 1.5 million parties through the Visitor Info Centre Network.

36 community VICs were developed to offer full service to visitors, exceeding the target of 15. Ten VICs offered reservations booking and 39 VICs sold merchandise.

Due to expansion of the merchandising program, revenues of $0.35 million were achieved, exceeding target of $0.25 million.

The average Quality Service Rating program was 87%, 1% below the target of 88% but 1% above performance levels of the previous year.

Performance Objectives

Based on the 2000/2001 Business Plan

Accommodation Services

- Provide consumers with assurance that BC accommodation properties meet their choice and expectations.
- Enhance the quality of accommodation in BC.
- Achieve specific targets including:
  - Increased participation of accommodation properties in programs by 2%
  - 3% increase in revenue to $1.25 million

Accommodation Services inspected a total of 1,742 properties under its inspection programs, including Access Canada and Canada Select. This represents a 24% increase over the target of 1,400 properties.

Participation in accommodation programs exceeded the overall target of 2% through the following:

- Approved Accommodations Guide registrations - 3.7%
- Canada Select registrations - 16%

Program generated $1.41 million in revenue, an increase of 2.4% over the previous year, and a 12.8% increase over Business Plan target of $1.25 million.

Training Services

- Provide customer service training to 25,000 workshop participants annually.
- Support human resources development in BC by supporting the activities of the Pacific Rim Institute of Tourism (PRIT), including certification and standards development and training.
- Achieve specific targets including:
  - 3% increase in SuperHost revenue to $0.34 million
  - Complete benchmark survey on programs

Workshop participants were down 8.8% to 22,800 due to slower economic conditions in some areas of the province, and the full impact of changes to the way Human Resources Development Canada provides funds for training.

SuperHost workshops maintained 1999/2000 revenue levels of $0.33 million.

An independent evaluation of the SuperHost Fundamentals Workshop shows strong performance:

- 88% of participants working in the tourism industry were satisfied with the workshop.
- 95.7% of supervisors said they would recommend SuperHost to other organizations.
- 89.3% of supervisors were satisfied with the experience of SuperHost Fundamentals.
- Nearly 100% of supervisors indicated that having a SuperHost certificate was important to them when hiring new staff.

In January 2001, PRIT ceased operations. Tourism BC assisted in the successful transition to continue key planning and industry HRD programs with other key government and industry organizations.

Performance Objectives

Based on the 2000/2001 Business Plan

Information Technology

- Establish Information Technology standards and guidelines in the organization.
- Develop a five-year migration strategy for Information Technology.
- Achieve specific targets for HelloBC.com including:
  - 60,000 site visitors per month
  - Conversion of 1% of site visits to on-line bookings

A corporate Information Technology plan was developed, and guidelines for data, application development and technology planning were adopted.

HelloBC.com functionality and usability were significantly improved, based on consumer and industry feedback.

- Average monthly visitation was 40,000 visitors, down from the target of 60,000, but a 73% increase from the previous year.
- Unique visitors were up 132% over the previous year.
- Internet bookings represented 0.5% of site visits and generated $0.54 million in revenue.
- HelloBC.com visits originating from search engines now represent 20% of our traffic compared to 3% a year ago.

Research Services

- Provide reliable and timely measurement of tourism activity, by market, by visitor and by industry sector.
- Provide research and analysis for Tourism BC's programs including market analysis and program evaluation.
- Disseminate timely, accurate, relevant and actionable information to British Columbia's tourism industry, including eight issues of Tourism Indicators and the annual Tourism Outlook.
- Achieve specific targets including:
  - Completion of annual stakeholder survey
  - Completion of pilot program for new volume and revenue tracking system

Research Services completed initial tests for designing and implementing a new visitor volume and revenue tracking system.

Continued annual coordination of the corporation's stakeholder satisfaction survey and program evaluation for Tourism BC's business development workshops, and SuperHost programs.

Provided detailed research and analysis for corporate issues, including airline industry restructuring, competitive jurisdiction spending and the value of wilderness tourism resorts.

Published the 2001 Tourism Outlook, the Value of Tourism, six market profiles, and eight issues of Tourism Indicators.

Completed over 500 requests for research information from external parties.

BUSINESS DEVELOPMENT

Among Tourism British Columbia's mandated goals is the need to source new revenue streams for the corporation. The Business Development division does this by actively exploring emerging opportunities throughout the regions and in new and existing tourism sectors.

In addition, four key program areas are managed through the Business Development division. These include Business Development, Corporate Communications, Industry Development, and Marketing Services, which is also responsible for Travel Media Relations.

"The Okanagan Cultural Corridor Project is one of the most ambitious cultural tourism initiatives in Canada, and Tourism BC is helping to make it happen. Their leadership in this pilot project shows their understanding of the importance of cultural tourism to our industry's future."

Steven Thorne, Executive Director, Okanagan Cultural Corridor Project

The division works closely with all areas of the corporation and with industry stakeholders, providing a valuable connection as many new and existing tourism opportunities evolve.

In 2000/2001, several new activities emerged, including WorldHost, a unique program associated with the Vancouver Whistler 2010 Olympic Bid process. Tourism BC's involvement in WorldHost will help communities throughout BC bid for and host international sporting competitions. There will be compound benefits from these events, including economic impact within host regions, in addition to a long-term legacy of skills and exposure for the province.

Another initiative is the Okanagan Cultural Corridor project. By helping advance development in this sector, Tourism BC expects to have a blueprint for similar activities in other regions.

TOURISM BRITISH COLUMBIA
WORLDHOST

Performance Objectives

Based on the 2000/2001 Business Plan

Business Development

- Plan and deliver five Aboriginal Tourism Roadshow presentations.
- Introduce one cultural tourism pilot project.
- Maintain leveraged funding from the Tourism Alliance for Western and Northern Canada.

Assisted the Aboriginal Tourism Association of BC in developing and expanding Aboriginal tourism product, and delivered five roadshows.

Launched the Okanagan Cultural Corridor Tourism project as a pilot program resulting from the Provincial Cultural Tourism Strategy.

Generated $866,546 through the Tourism Alliance for Western and Northern Canada for Tourism BC, its partners and industry sectors.

Supported the Vancouver Whistler 2010 Olympic Bid through the funding and development of the WorldHost program.

Industry Development

- Deliver an annual industry awards recognition program.
- Increase regional roadshow participation by 10% in 2000/2001 to 540.
- Develop two new workshop and resource publications and manuals.

Delivered 12 roadshows to communities throughout the province, achieving an attendance of 413.

Assisted in the development of the Cuisine Tourism Roundtable association.

Introduced and conducted 15 Tourism Business Essentials workshops and added "Accommodation Law" to the list of Business Essential publications.

Assisted in the development and presentation of the Canadian Adventure Tourism Industry Conference held at the Cariboo College in Kamloops.

Launched a community strategic planning program in Dawson Creek.

While providing direct counselling services, Industry Development handled 60 direct inquiries and fulfilled 125 information kits.

Performance Objectives

Based on the 2000/2001 Business Plan

Corporate Communications

- Produce and distribute 24 Super, Natural faxes, 30 media releases, the Program Guide, Business Plan, and Annual Report.
- Manage and deliver 25 major public relations tourism speaking engagements.
- Track awareness of Tourism BC's programs and activities through external analysis.

Marketing Services

- Achieve 100% cost recovery in the publications program.
- Generate $25 million in advertising equivalency in editorial coverage worldwide.
- Produce and distribute 440,000 consumer publications, including the Vacation Planner and Outdoor & Adventure Guide.

Achievements 2000/2001

Corporate Communications

- Issued 18 Super, Natural Fax newsletters, 43 media releases, the Program Guide, Business Plan and Annual Report.
- Provided communications counsel on several issues including grizzly bear hunting, the Vancouver hotel strike and impacts of the air merger on BC.
- Produced the second annual BC Tourism Awards, achieving a 50% increase in nominations and 20% increase in attendance.
- Provided content and coordination of 28 public relations opportunities including industry presentations and press conferences.
- Results from stakeholder survey indicate growing awareness of the value of tourism and of Tourism BC and its programs.

Marketing Services

- Produced and distributed 470,000 consumer publications, including the Vacation Planner and Outdoor & Adventure Guide.
- Achieved 106% cost recovery.
- Tourism BC's investment of $110,000 in North American travel media relations generated an advertising equivalency of approximately $76.6 million in coverage. The estimate for overseas was $6.2 million.
- Tourism BC worked with more than 3,745 media and provided support for 384 press trips to British Columbia.

CORPORATE SERVICES AND HUMAN RESOURCES

Tourism British Columbia is proud of its strong commitment to disciplined management practices and accountability, and through the development and implementation of efficient financial, administrative and information systems, Corporate Services has contributed to the positive performance of the organization.

Equally important to the corporation is Human Resources Development. By providing an environment that begins with hiring the right people and then supporting them as they fulfill corporate responsibilities and undergo personal development, Human Resources is ensuring that Tourism BC continues to maintain a team well suited to meet the needs of promoting Super, Natural British Columbia.

Performance Objectives

Based on the 2000/2001 Business Plan

Corporate Services

- Have a system of performance measures in place that will allow the corporation to demonstrate value for money and accountability in key programs and services.
- Ensure accurate, complete, useful and timely capturing and reporting of financial information for decision-making.

- Each program area has a system of performance measures in place and is held accountable for their financial management and program delivery.
- Produced a 2001/2002 Business Plan in compliance with the *Budget Transparency and Accountability Act.*
- Financial statements and reports produced monthly, forecasts quarterly, and distributed to management and Board.

Human Resources

- Corporate values identified, agreed to and adopted by staff.
- Compliance with corporate Human Resources policies.
- Vacant positions filled within four months, with high-achieving employees.

- Tourism BC's corporate values were articulated this year. They are: integrity, enthusiasm, teamwork, progressive.
- Survey of staff showed the corporation demonstrates these values at a successful or better level.
- 23 competitive processes were conducted in 2000, with vacancies filled in an average of 2.5 months. A high success rate in new staff's first six months was demonstrated through successful completion of their probation.

FINANCIAL REPORT>

MANAGEMENT'S DISCUSSION & ANALYSIS:

Operating Highlights

As our primary source of funding, Tourism British Columbia receives 1.65 points of the 8% provincial hotel tax. Hotel tax revenue of $24,024,819 was up 10.4% over last year (compared to 5.9% in previous year), and exceeded our budget estimate of 3%. This increase was largely attributable to Whistler properties, which saw double-digit increases in revenue over last year, helped by a 9% boost in hotel room supply. For perspective, a 1% change in hotel tax revenue impacts the corporation by approximately $225,000. Consequently, the corporation realized additional revenues of $1.6 million and revenues in excess of expenses by $368,276 compared to a budgeted net loss of $3.1 million. The increased hotel tax receipts allow the corporation to reinvest more funds back into program activities.

Tourism BC operates under a five-year fiscal framework. Similar to previous years, budgeted expenses exceeded budgeted revenues. It is our intent to budget a consistent spend level, drawing down our equity (unappropriated net assets) until hotel tax revenue "catches up". Under the direction of our Board, Tourism BC maintains a minimum of $1 million in unappropriated net assets over a five-year horizon, to protect the corporation in the event hotel tax receipts are considerably less than expected.

The corporation earned $450,611 in investment income, exceeding budgeted investment income by $200,611 due to higher than anticipated hotel tax revenues. Investing exclusively in risk-free money market securities, the average rate of return of 5.54% exceeded our benchmark, BC Investment Management Corporation's ST1 short-term money market fund, by 0.1%.

Other revenue was up over last year by 4.7%, and up over budget by 4.1%. Call centre revenues were down slightly, but Discover Camping and publication revenues all saw single-digit growth, while merchandising revenues were up 332%, as the merchandising program was expanded.

All divisions successfully carried out their business plans and all came in under budget. Total operating expenses for the corporation were $29,000,676 compared to a budget of $30,362,233 and fiscal 2000 actual results of $26,488,107.

Amortization costs of $657,465 were less than budget ($780,000) due to a delay in capital expenditures relating to our website and IT application software. These expenditures are budgeted for fiscal 2002.

Balance Sheet

Consistent with previous years, our year-end cash position was greater than our unappropriated surplus. However, this was not the case throughout most of the fiscal year. On average, Tourism BC's cash balance tends to be lower as our hotel tax receivable from the Ministry of Finance is typically greater than our average payables by about $1 million. Payables at year-end are larger than normal due to the timing of our BC Escapes advertising program, which overlaps our fiscal year-end. Consequently, cash flows are negative in the first quarter by between $3 and $4 million.

Province of BC receivables were up $1,118,347 over last year, reflecting the increase in tax revenue this year over last. This receivable represents the timing of payment from the Ministry of Finance for the hotel tax. Our accounting policy is to recognize the tax revenue in the period the consumer is charged the tax on their accommodation. However, it takes six to eight weeks to receive payment.

By concentrating on earlier collections, program receivables are down 31% from last year.

Inventories have increased as we expanded our merchandising activities into our four Visitor Information Centres in Merritt, Peace Arch, Mt Robson, and Field.

The net book value of capital assets decreased marginally as a result of amortization for the year being higher than the cost of additions. The reasons are discussed under operating highlights.

Long-term liabilities increased by $201,577, or 65%, over last year due to both an increase in accrued vacation for many of our employees, and to a new accounting standard (see Financial Statements, note 8) which now requires organizations to accrue for anticipated employee retirement benefits. By requiring our employees to take a minimum amount of vacation in a year, we do not expect this figure to grow in the future, given our current employee base.

Business Risk

Given our primary funding source is hotel tax, the corporation is subject to the risk of any significant downturn since every 1% change in the hotel tax equates to $225,000 against our bottom line. However, market projections are still positive despite the current downturn in the North American economy, and we are forecasting 4% growth in hotel tax for fiscal 2002, and 3% for each year thereafter.

RESULTS OF OPERATIONS LAST FIVE YEARS (000'S)

	1996/97[1]	1997/98	1998/99	1999/00	2000/01
Revenue *($000s)*					
Hotel Tax	0	19,144	20,532	21,751	24,025
Voted Appropriation	24,360	3,800	0	0	0
Other	0	3,294	3,324	5,106	5,344
Total Revenue	24,360	26,238	23,856	26,857	29,369
Marketing & Sales	10,747	7,281	10,338	10,401	11,589
Tourism Operations	9,074	6,437	8,863	9,149	10,725
Business Development[2]	2,010	2,177	3,088	3,367	2,762
General and Admin	2,529	2,099	2,950	3,127	3,268
Amortization	0	180	271	444	657
Total Expenses	24,360	18,174	25,510	26,488	29,000
Net Revenue (expenses)	0	8,064	(1,654)	368	368
Opening Surplus	0	0	8,064	6,762	7,130
Joint Venture Consolidation			(352)		
Closing Surplus	0	8,064	6,762	7,130	7,498

Notes: *[1] 1996/97 was Special Operating Agency; admin and support services are estimated.*

[2] Business Development expenses include contingency costs (previously reported under general and admin).

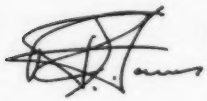
Management's Report

The financial statements of Tourism British Columbia for the year ended March 31, 2001, have been prepared by management in accordance with Canadian generally accepted accounting principles. These financial statements present fairly the financial position of Tourism British Columbia as at March 31, 2001, and the results of operations and changes in cash flows for the year then ended.

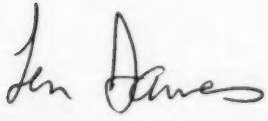
Management is responsible for the preparation of the financial statements and has established a system of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and financial records provide reliable information for the preparation of financial statements.

The Board of Directors carries out its responsibility for the review of the financial statements. The Board meets with management and the external auditor to discuss the results of audit examinations and financial reporting matters. The external auditor has full access to the Board, with and without the presence of management.

The Auditor General of British Columbia has performed an independent audit of the financial statements of Tourism British Columbia. The Auditor's report outlines the scope of his examination and expresses an opinion on the statements of Tourism British Columbia.



Rod Harris
PRESIDENT AND CHIEF EXECUTIVE OFFICER



Len Dawes, CA
CHIEF FINANCIAL OFFICER

June 8, 2001

Auditor's Report

To the Members of the Board of Directors of
Tourism British Columbia, and
To the Minister of Competition, Science and Enterprise
Province of British Columbia:

I have audited the statement of financial position of Tourism British Columbia as at March 31, 2001, and the statements of operations and unappropriated net assets and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of Tourism British Columbia as at March 31, 2001, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Wayne Strelioff

Wayne Strelioff, CA
AUDITOR GENERAL OF BRITISH COLUMBIA

VICTORIA, BRITISH COLUMBIA
June 8, 2001

STATEMENT OF FINANCIAL POSITION

As at March 31,	2001	2000
ASSETS		
Current assets		
Cash	$ **9,538,393**	$ 10,007,371
Accounts receivable		
Province of British Columbia	**3,460,370**	2,342,023
Other	**714,292**	1,039,535
Inventories	**211,001**	96,056
Prepaid	**61,231**	64,643
	13,985,287	13,549,628
Capital assets (Note 4)	**1,361,079**	1,496,868
Total assets	$ **15,346,366**	$ 15,046,496
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable		
Province of British Columbia	$ **299,188**	$ 19,300
Other	**5,872,382**	6,422,253
	6,171,570	6,441,553
Long term liabilities (Note 5)	**509,224**	307,647
Net assets		
Contributed surplus (Note 6)	**1,166,955**	1,166,955
Unappropriated	**7,498,617**	7,130,341
	8,665,572	8,297,296
Total liabilities and net assets	$ **15,346,366**	$ 15,046,496
Commitments (Note 7)		

Approved on behalf of the Board:

Michael Duggan
CHAIR

Nick Worhaug
DIRECTOR

The accompanying notes are an integral part of these financial statements.

STATEMENT OF OPERATIONS AND UNAPPROPRIATED NET ASSETS

Year ended March 31,	**2001**	2000
Revenues		
Hotel room tax	**$ 24,024,819**	$ 21,750,891
Other revenue (Note 9)	**5,344,133**	5,105,604
Total revenues	**29,368,952**	26,856,495
Expenses		
Marketing & Sales (Note 10)	**11,588,439**	10,400,715
Tourism Operations	**10,725,067**	9,149,080
Business Development	**2,761,816**	2,867,378
General and administration	**3,267,889**	3,626,819
Amortization	**657,465**	444,115
Total expenses	**29,000,676**	26,488,107
Excess of revenues over expenses	**368,276**	368,388
Unappropriated net assets, beginning of period	**7,130,341**	6,761,953
Unappropriated net assets, end of period	**$ 7,498,617**	$ 7,130,341

The accompanying notes are an integral part of these financial statements.

FINANCIAL STATEMENTS:

STATEMENT OF FINANCIAL POSITION

As at March 31,	2001	2000
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Current assets		
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Unappropriated net assets, end of period	**$ 7,498,617**	$ 7,130,341

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31,	2001	2000
Cash flows from operating activities		
Excess of revenues over expenses	$ **368,276**	$ 368,388
Items not involving cash		
Amortization	**657,465**	444,115
Changes in non-cash operating working capital	**(1,174,620)**	307,337
Cash flows (used in) from operating activities	**(148,879)**	1,119,840
Cash flows used in investing activities		
Additions to capital assets	**(521,676)**	(883,133)
Cash flows from (used in) financing activities		
Long term liabilities	**201,577**	(95,846)
Net (decrease) increase in cash	**(468,978)**	140,861
Cash position at beginning of period	**10,007,371**	9,866,510
Cash position at end of period	$ **9,538,393**	$ 10,007,371

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

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Cash position at beginning of period	**10,007,371**	9,866,510
Cash position at end of period	$ **9,538,393**	$ 10,007,371

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2001

Note 1. **Authority and purpose**

Tourism British Columbia (the Corporation) is a provincial Crown corporation established by the *Tourism British Columbia Act* on June 27, 1997. The purpose of the Corporation is to promote development and growth in the tourism industry, to increase revenue and employment in the industry throughout British Columbia and to increase the economic benefits generated by the industry.

Under the *Tourism British Columbia Act*, Tourism British Columbia is entitled to the net revenue collected under section 3.1 of the *Hotel Room Tax Act*.

The Corporation is exempt from federal and provincial income taxes and from the federal goods and services tax.

Note 2. **Significant accounting policies**

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

(a) Revenue recognition

Hotel room tax revenue is recognized in the period that consumers are charged the tax on their accommodation by the provincial government. Program revenues are recognized in the period services are rendered.

(b) Capital assets

Capital assets are recorded at cost and amortized on a straight-line basis over their estimated useful lives. Estimated useful lives are as follows:

Computer equipment	3 years
Computer software	2 years
Furniture and equipment	5 years
Web site development costs	3 years
Leasehold improvements	term of the lease
Trademarks	20 years
Vehicles	5 years

Assets costing less than $500 are expensed in the year of purchase.

(c) Inventories

Inventories held for resale are valued at the lower of cost and net realizable value. Supplies inventories are valued at cost.

(d) Related parties

Tourism British Columbia is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities, considered to be in the normal course of operations, are recorded at the exchange amounts.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended March 31, 2001

Note 3. **Financial instruments**

The Corporation's financial instruments consist of cash held in its general bank account, accounts receivable, accounts payable and long term liabilities. It is management's opinion that the Corporation is not exposed to significant interest, currency or credit risk arising from these financial instruments. The Corporation earned an average return of 5.54% (4.73% in 2000) on its cash balance over the past 12 months.

Note 4. **Capital assets**

	2001			2000
	Cost	**Accumulated Amortization**	**Net Book Value**	Net Book Value
Computer equipment	**$ 1,290,104**	**$ 911,082**	**$ 379,022**	$ 578,374
Computer software	**209,808**	**126,403**	**83,405**	93,944
Furniture and equipment	**404,895**	**167,701**	**237,194**	224,100
Web site development costs	**592,342**	**230,353**	**361,989**	466,013
Leasehold improvements	**140,333**	**24,709**	**115,624**	35,135
Trademarks	**179,577**	**7,451**	**172,126**	99,302
Vehicle	**13,267**	**1,548**	**11,719**	-
	$ 2,830,326	**$ 1,469,247**	**$ 1,361,079**	$ 1,496,868

Note 5. **Long term liabilities**

	2001	2000
Employee leave liability	**$ 633,401**	$ 376,276
Less: Current portion	**(124,177)**	(68,629)
	$ 509,224	$ 307,647

Note 6. **Contributed surplus**

Contributed surplus represents transfers from the Province of British Columbia of assets and liabilities accumulated by the Special Operating Agency - Tourism BC, prior to the formation of the Corporation.

Note 7. **Commitments**

The future remaining commitments for contracted program costs and office space leases are:

2002	$ 1,606,944
2003	1,171,620
2004	724,209
2005	25,336
2006	19,002
	$ 3,547,111

Note 8. **Employee benefit plans**

Employee future pension benefits

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The Plan is a multi-employer defined benefit plan, and is administered by the British Columbia Pension Corporation on behalf of several public sector organizations.

Under this plan, the Corporation makes set contributions to provide for pension benefits to its employees. The Corporation recognizes these contributions as the cost of providing employee benefits, and records them as an expense in the year when the contribution payments are made. The Corporation has adopted this method of accounting for employee future pension benefits since the plan administrator does allocate underlying assets and liabilities of the plan to individual organizations participating in the plan.

The most recent actuarial valuation (March 31, 1999) has determined that the plan was in a surplus position. Effective January 1, 2001, the Public Service Pension Plan's management changed to a joint trusteeship whereby the management, risks and benefits are shared between employees and employers. Previously these matters were the sole responsibility of the Province of British Columbia.

Employee future post-retirement benefits

Obligations for employee retirement allowances are detailed in the Corporation's collective agreement. The Corporation has accrued the estimated costs of these benefits, and has adopted the policy on a prospective basis with no retroactive restatement of prior year amounts. The amount accrued during the 2001 fiscal year is $96,833 and is included in long term liabilities.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended March 31, 2001

Note 9. **Other revenue**

	2001	2000
Tourism Operations		
Accommodations Guide revenues	$ **1,410,435**	$ 1,377,454
Discover Camping reservation fees	**995,966**	910,666
Super, Natural British Columbia reservation fees	**1,037,892**	1,053,729
Training services	**333,593**	320,982
Merchandise sales	**347,177**	104,428
Other	**57,349**	44,207
	4,182,412	3,811,466
Business Development		
Publication advertising revenues	**595,603**	716,732
Other	**108,692**	22,529
	704,295	739,261
Marketing & Sales		
Trade and consumer show	**–**	130,807
Other	**6,815**	15,110
	6,815	145,917
General and Administration		
Interest income	**450,611**	405,265
Other	**–**	3,695
	450,611	408,960
	$ **5,344,133**	$ 5,105,604

Note 10. **Cultural tourism initiative**

During fiscal 2001, Tourism British Columbia received funding in the amount of $410,000 from the Ministry of Small Business, Tourism and Culture. This funding was directed by the Ministry to be spent on cultural tourism development initiatives in ten of the province's regional tourism associations and organizations. Since the funding and its purpose was directed by the Ministry and outside the control of Tourism British Columbia, the transaction was recorded on a net basis.

Note 11. **Subsequent event**

Effective June 15th, 2001, Tourism British Columbia acquired the net assets and operations of Beautiful British Columbia Magazine.

Note 12. **Comparative amounts**

Certain comparative figures in the financial statements have been restated to conform with the current year presentation.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended March 31, 2001

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Corporate Governance Practices

Tourism British Columbia became a Crown corporation when the *Tourism British Columbia Act* was passed by the British Columbia legislature in June 1997. The Act was retroactive to April 1, 1997 and established the basis of corporate governance.

A Memorandum of Understanding between the Ministry of Small Business, Tourism and Culture and Tourism BC was signed October 7, 1997. This agreement provides greater detail about the corporation's administration, as well as operating practices and procedures. These include procedures for solicitation, election and appointment of Board members; election of the Chair of the Board; terms of appointment for Board members; approval and appointment of the CEO; timing of revenue flow to the corporation from the hotel tax; mutual satisfaction regarding the corporation Business Plan of the Minister and the Board; and transfer of assets.

Roles and Responsibilities of the Board and CEO/Staff

In fulfilling its responsibilities under the Act, at a special meeting of Tourism BC's Board of Directors held on October 6, 1997, the Board determined that it would function as a policy Board, with responsibility for achieving results delegated to the CEO. The Board provides final approval for matters concerning planning, budget, financial policy, human resource policy and performance measures. They are also involved in approving within the Business Plan items such as capital purchases, leases and major repairs. The full Board meets quarterly, and there are seven standing Advisory Committees that also meet a minimum of once a quarter, with the exception of the Membership/Nomination Committee and the Compensation Committee. The remaining committees include the Executive Committee, Finance and Administration Committee, Business Development Committee, Marketing & Sales Committee and the Tourism Operations Committee.

The CEO and staff are entirely responsible for day-to-day operations including the development and implementation of the annual Business Plan, the determination of an annual operating budget and establishment of all staff assignments.

TOURISM BRITISH COLUMBIA BOARD OF DIRECTORS

Mr. Michael Duggan, CHAIR
Michael Duggan was appointed to the Board in 1999 and became chair in April 2001. General manager of the Pan Pacific Lodge in Whistler, he is also marketing chair of the Canada West Ski Areas Association and the Canadian Ski Council.

Mr. Peter Armstrong, VICE-CHAIR
Peter Armstrong was appointed to the Board in 1999 and became vice-chair with his reappointment in April 2001. He is president and CEO of the Great Canadian Railtour Company Limited, past chair of Tourism Vancouver and a board member of the World Travel & Tourism Council.

Ms. Jean Anderson DMATP, PAST CHAIR
Jean Anderson joined the Board in 1996, was appointed chair in 1998, and became past chair in April 2001. She is past president of the Vancouver, Coast & Mountains Tourism Region and past chair of the B.C. Association of Festivals and Events. Ms. Anderson is also a former director of the BC Chamber of Commerce.

Mr. Frank Bourree
Frank Bourree was appointed to the Board in April 2001. A certified management consultant and partner in charge of tourism consulting with Grant Thornton LLP Chartered Accountants and Management Consultants, he is very active with tourism studies and development projects throughout BC and Canada, and has served on many tourism agency boards.

Mr. Gerry Bruno
Gerry Bruno was appointed to the Board in April 1998. He is president and CEO of InterVISTAS Consulting Inc. and a board member of Tourism Vancouver and the Prince Rupert Port Authority.

Ms. Beth Campbell
Beth Campbell was appointed to the Board in April 2000 and is owner and president of Penticton's Best Western Inn and a governor for Best Western International. She is a former mayor of the City of Penticton and is a past president of the Penticton Hotel Association and the Penticton Chamber of Commerce.

Mr. Scott Fraser
Scott Fraser was appointed to the Board in April 2001. A past mayor of the District of Tofino and former operator of Fraser's View Bed & Breakfast in Tofino, he has served on the boards of the Alberni/Clayoquot Regional District and the Clayoquot Sound Biosphere Working Group.

Ms. Kelley Glazer
Kelley Glazer was appointed to the Board in April 2001. Director of sales and marketing for the Ramada Hotel Downtown in Prince George, she has served as president of the Northern BC Tourism Association and as a director of the Council of Tourism Associations of British Columbia.

Mr. Patrick Kelly
Patrick Kelly was appointed to the Board in 1999 and reappointed in April 2001. He is currently regional vice president of Fairmont Hotels & Resorts and general manager of the Fairmont Hotel Vancouver, and is also chair of Tourism Vancouver and a board member of the Vancouver Board of Trade.

Ms. April Moi

April Moi was appointed to the Board in 2000 and reappointed in April 2001. She is the executive director of the Northern Rockies Alaska Highway Tourism Association in Fort St. John, which is responsible for coordinating and promoting visitor activity within northeastern British Columbia. A former Visitor Info Centre manager, she is also experienced in festival and event coordination.

Ms. Sue Morhun

Sue Morhun was appointed to the Board in 2000 and reappointed in April 2001. Manager of Community and Heritage Services for the Township of Langley, she has promoted the history of British Columbia for more than 25 years and has received several awards for her leadership in heritage preservation and museology.

Ms. Beverley O'Neil

Beverley O'Neil was first appointed to the Board in July 1997 and reappointed in April 1999. She is president of O'Neil Marketing and Consulting and Numa Communications Ltd. in West Vancouver, and has been involved in Aboriginal economic development, including tourism development and marketing training for tribal councils, bands and other organizations.

Ms. Catharine Read

Catharine Read served as the Deputy Minister with the Ministry of Small Business, Tourism and Culture and was appointed to the Board in 2000 and reappointed in April 2001. She has held senior positions in government for more than 15 years.

Mr. Stephen Smith

Stephen Smith was appointed to the Board in April 2000. General manager of the Crest Hotel in Prince Rupert, Mr. Smith is a longtime director of the British Columbia & Yukon Hotels' Association and is a past president of the Northern BC Tourism Association.

Mr. Kevin Walker

Kevin Walker was appointed to the Board in April 2000. Mr. Walker is president and general manager of Victoria's Oak Bay Beach Hotel and Marine Resort and of Pride of Victoria Cruises & Tours. He is also a past president of the Council of Tourism Associations of British Columbia and the British Columbia & Yukon Hotels' Association.

Mr. Nick Worhaug

Nick Worhaug was appointed to the Board in July 1997. He is president of the Hotel, Restaurant and Culinary Employees' and Bartenders' Union Local 40, a Hotel Employees & Restaurant Employees International Union vice president for Western Canada and a vice president of the BC Federation of Labour.

TOURISM BRITISH COLUMBIA OFFICERS

Rod Harris, PRESIDENT AND CHIEF EXECUTIVE OFFICER
Rod Harris was appointed CEO and President of Tourism British Columbia by the Board of Directors upon its establishment as a Crown corporation in 1997. He has held senior management positions in the private and public sectors, and currently serves on the Boards of the Vancouver Whistler 2010 Olympic Bid and the Canadian Tourism Commission.

Grant Mackay, VICE PRESIDENT, MARKETING & SALES
Grant Mackay was appointed vice president of Marketing & Sales in 1997, and is responsible for developing Tourism BC's marketing and sales strategies. Grant joined Tourism BC in 1995 after 17 years of management experience in the packaged-goods industry.

Rick Lemon, VICE PRESIDENT, TOURISM OPERATIONS
Rick Lemon was appointed vice president of Tourism Operations in 1997 and has been with Tourism BC for 18 years. He is responsible for visitor services, retail operations, accommodation and training services. Rick designed the groundbreaking SuperHost training program and has been extensively involved with tourism development throughout British Columbia.

Don Foxgord, VICE PRESIDENT, BUSINESS DEVELOPMENT
Don Foxgord was appointed vice president of Business Development in 1997 and is responsible for business development, marketing services, corporate communications and industry development. He joined Tourism BC in 1987 after four years as regional manager of the BC Rockies tourism region and he has extensive experience in developing tourism around the province.

Len Dawes, CHIEF FINANCIAL OFFICER / DIRECTOR OF CORPORATE SERVICES
Len Dawes was appointed CFO/director of Corporate Services in 1998, and is responsible for the development and maintenance of Tourism BC's finance, information and administrative systems. Len is a chartered accountant with broad experience in the public, private and not-for-profit sectors.

Rose Moss, DIRECTOR, HUMAN RESOURCES DEVELOPMENT
Rose Moss was appointed director of Human Resources in 2000, and is responsible for developing and implementing Tourism BC's human resource infrastructure, which includes compensation, performance management, career development, recruitment, succession and labour relations. She has extensive HR experience in the private and public sectors.

RECOGNITION

Tourism British Columbia would like to acknowledge the contributions of the following Board members whose terms ended March 31, 2001:

Don Monsour, DMATP
VICE-CHAIR
Don Monsour was appointed to the Board in 1996 and reappointed in 1999. He is the chair of the Council of Tourism Associations of British Columbia and owns several food services companies in Victoria, British Columbia.

Jack Lee
Jack Lee was first appointed to the Board in July 1997. He is the president of the Radisson President Hotel and Suites and is an advisor to the BC chapter of the Taiwan Entrepreneurs and Investors Association.

In addition, Tourism British Columbia was privileged to have several key Board members from throughout the province serve between 1997 and 2000:

Myrna Boulding, Campbell River
Pat Corbett, 108 Mile
Claudette Everitt, Vernon
John Gow, Vernon
Greg McDougall, Vancouver
Judith Parkin, Prince Rupert
Sue Popesku, Fort St. John
Carol Seable, Fairmont Hot Springs
Lyn Tait, Victoria
John Williams, Vancouver

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